



## **Environmental Management Council**

**San Antonio, Texas November 7-10, 2001**

### **Agenda**

#### **Wednesday, November 7, 2001**

	Participants arrive	
6.15 p.m.	Assemble in hotel lobby	
6.30 p.m.	Tour of the Alamo	
7.45 p.m.	Cocktails and dinner	Zuni Grill
	Introductions	
	Welcoming remarks	
	Guest Speaker	
10.30 p.m.	Adjourn	

#### **Thursday, November 8, 2001**

7.30 a.m.	Breakfast
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#### **Session One: Situation Analysis**

8.30 a.m.	<b>Status Report – working with the 9 Principles</b>
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[The purpose of this session is to discuss specific examples provided by the participants, which highlight either progress against any of the 9 Principles, or, by contrast, areas where there are challenges or obstacles.]

Inventory and Discussion

10:30 a.m.	Break
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11.00 a.m.	<p><b>One external view of Philip Morris</b></p> <ul style="list-style-type: none"> <li>➤ Sustainable Asset Management/Dow Jones Sustainability Group Index</li> </ul> <p>[Our current activities and achievements are not necessarily accurately reflected in external assessments of our environmental performance. Here is an example. How do we fill the perception gap?]</p> <p>Discussion</p>
12.30 p.m.	Lunch
	<b><u>Session Two: Where We Are</u></b>
2.00 p.m.	<p><b>Compliance Assurance</b></p> <ul style="list-style-type: none"> <li>➤ Priorities and expectations</li> <li>➤ Compliance assurance mechanisms</li> </ul> <p>[The relationship between corporate and operating company Compliance functions and our environmental commitments is crucial. How can we ensure that we have systems in place to provide the necessary assurance of compliance with both regulatory and corporate commitments?]</p> <p>Discussion</p>
3:00pm	<p><b>Environmental Resources Management (ERM) Review and Codes evaluation</b></p> <p>Discussion</p>
4:00 p.m.	Break
4:30	<p><b>Environmental Affairs Strategic Plan</b></p> <p>[A chance to share views on what the corporate group is focusing on and how its plan might influence and dovetail with operating company environmental plans.]</p> <p>Discussion</p>
5.30 p.m.	Adjourn
6.30 p.m.	River cruise/cocktails
7.30 p.m.	Dinner
	Wine Cellar at Zinc

**November 9, 2001**

7.30 a.m. Breakfast

Session Three: Where We Need To Go

8.30 a.m. **Revised Policy Framework**

- Restatement of the Nine Environmental Principles
- Corporate expectations against those Principles
- From facility focus to supply/value chain interpretation

[Our public commitment to the environment is reflected in our 9 Corporate Environmental Principles. However, are we living up to them? Are they sufficiently meaningful, contemporary and comprehensible for today's world? A collaborative approach to make amendments to and extension of our Policy and Principles.]

Discussion

10:00 a.m. **Environmental Performance Indicators data collection  
Relationship with Global Reporting Initiative**

**Environmental Report**

[These two specific areas lead on from earlier discussions. How far along are we in effectively measuring our performance and how should we communicate our quantitative data as well as other information in next year's Environmental Report?]

11:00am Break

11:30am Feedback: Discussion of Barriers and Drivers to the Revised Policy Framework and the EPIs

12:30 Lunch

Session Four: How We Get There

2.00 p.m. **Creative Cafés**

[Each table will be assigned a critical question that comes from the previous discussion of barriers and drivers. E.G.: what can we do to achieve internal alignment? How do we ensure the systems are in place to capture the EPI data? Are we measuring the right things? How do we extend our focus along the value chain and how do we communicate most effectively, both internally and externally?]

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3:00pm	Break	
3:30pm	Table hosts report back 10-minute overviews	
	Discussion	
5.00 p.m.	Adjourn	
6:30 p.m.	Cocktails	Biga on the Banks
7.00 p.m.	Dinner	Biga on the Banks

### **Making the EMC work**

#### **4 Groups**

- Policy & Performance
- Stakeholder Relations
- Process, Technology & Innovation
- Compliance Assurance

**Saturday, November <sup>10</sup> 9, 2001**

7.30 a.m.	Breakfast
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#### Session Five: Wrap-up, Next Steps

8.30 a.m.	Dinner feedback from table hosts
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9.30 a.m.	Progressive conversation
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[What's the real takeaway from this meeting? Begin in one-to-one discussion; then groups of 4, 8, whole group]

11.00 a.m.	Concluding remarks, next steps
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11:30a.m.	Adjourn
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12.30 p.m.	Lunch
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Afternoon	Departures for golf and other activities
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Delegates – general departure

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